

Corporate Information Management

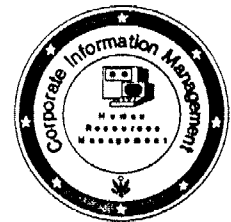


Civilian Human Resources Management

20 September 1990



TOPICS

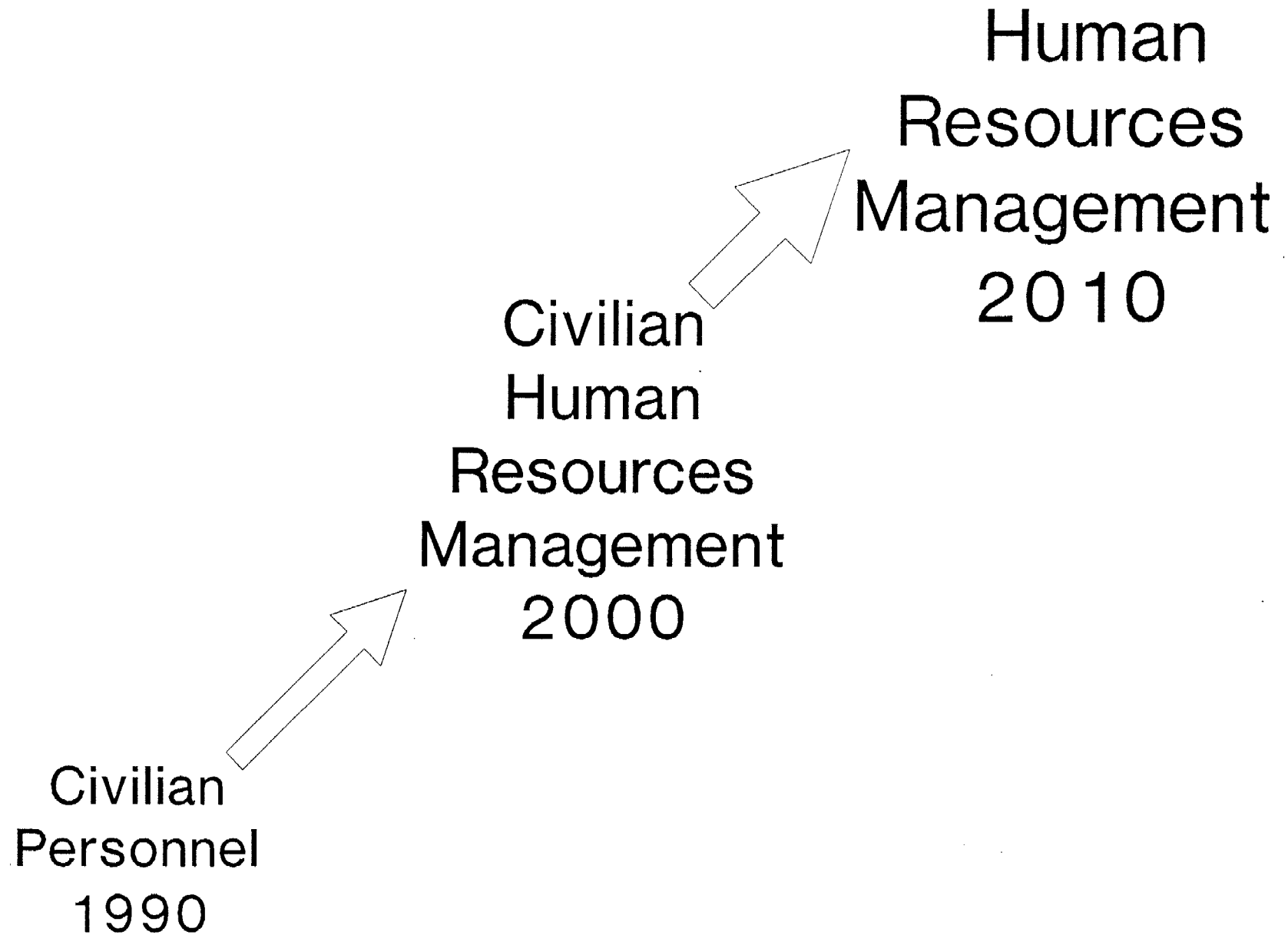


Phase I Results

Phase II Status

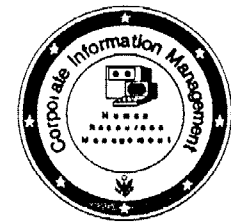
Interim Systems

Questions & Discussion



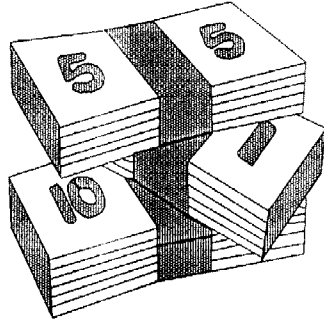


COMPOSITION OF CHRM CIM FUNCTIONAL CORE GROUP



OASD-FM&P	1 Director
OSD-CIM	1 Deputy Director
	1 Admin Asst
IRMC	1 Facilitator

	CHRM Specialists		
	Policy	Operations	Systems
Air Force	1	3	1
Army	0	4	1
DLA	0	3	1
DMA	1	0	0
Navy	2	3	0
WHS	1	0	0
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	5	14	3



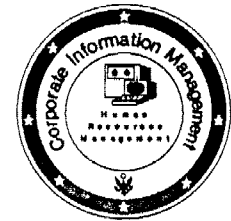
\$ 408 Million

- Includes all DoD 200 Series Personnel
 - Salaries & Benefits (18,256)
- Does not include
 - 300 Series (Clerical)
 - 334 Series (ADP Technical)
 - Systems Costs
 - Operational Support Costs



TENTATIVE MILESTONES

PERSONNEL



Phase I

- Functional Vision 17 Aug 90
 - Brief to Functional Steering Committee 20 Sep 90
- *Interim Systems Recommendation* Feb 91

Phase II

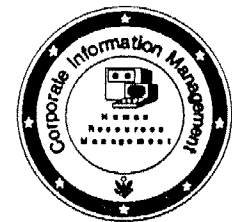
- Functional Business Plan Apr 91

Phase III

- Information Systems Strategy May 92

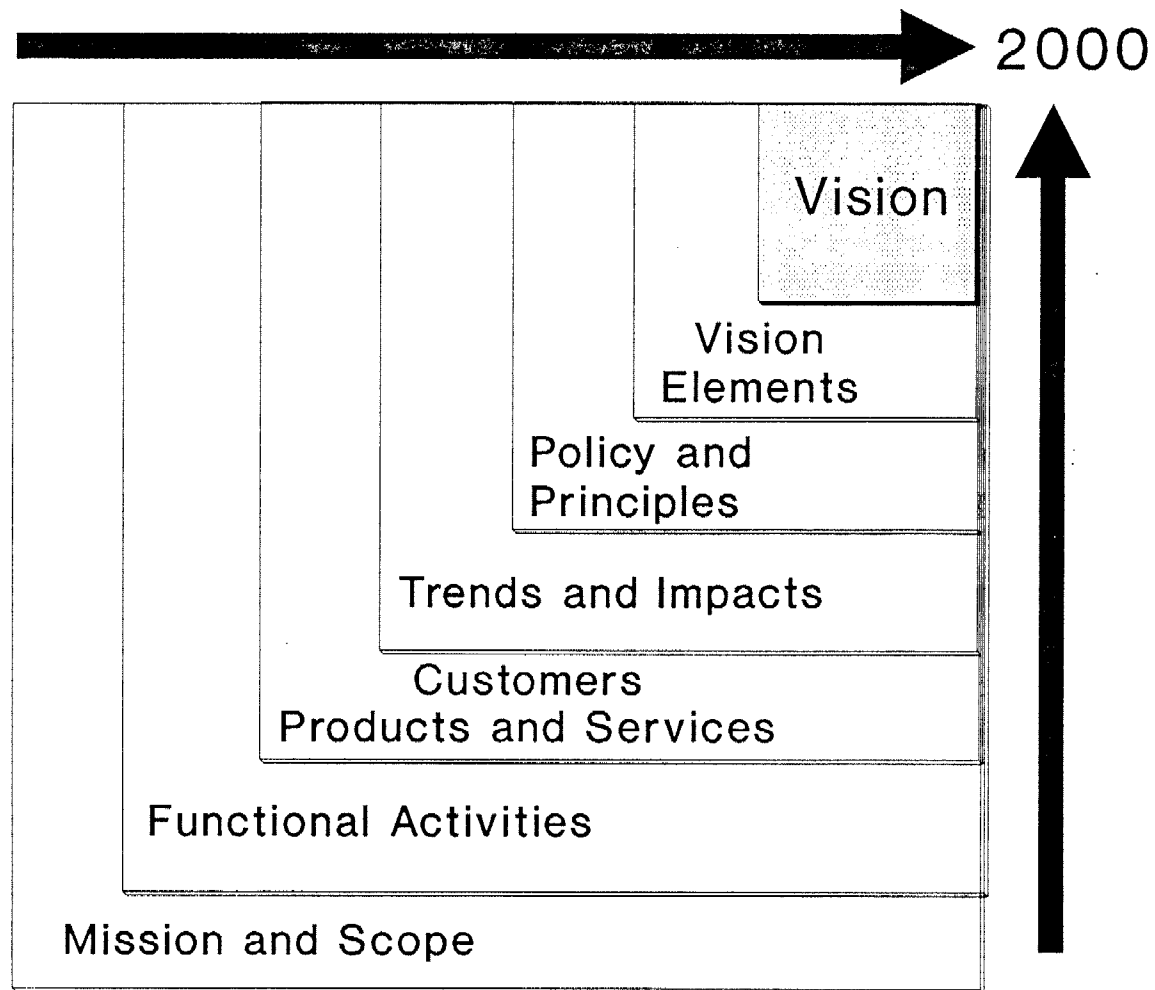


ACCOMPLISHMENTS



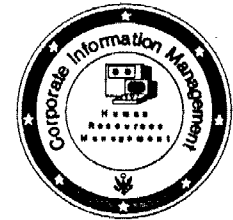
- Completion of Phase I
- Task Oriented Team with:
 - Increased Understanding of Cultural Differences
 - A Common Language
 - More of a Global View
- Alternative Personnel Systems (Industry & Government)
 - US West
 - NUMMI
 - HP
 - IBM
 - Florida Power & Light
 - China Lake
 - Federal Express
 - McClellan AFB
 - NAS Jacksonville
 - NIST
 - IPMA Assessment Council

PHASE I FUNCTIONAL VISION





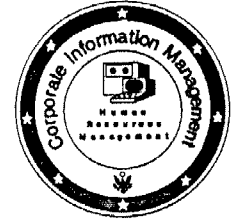
MISSION



Develop and provide civilian human resources management policies, programs, and systems which anticipate and meet work force requirements, support customers' expectations, and contribute to individual, team, and organizational performance.



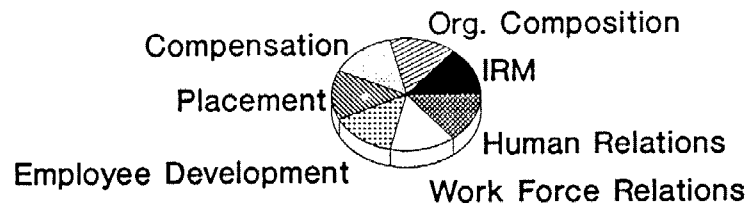
SCOPE



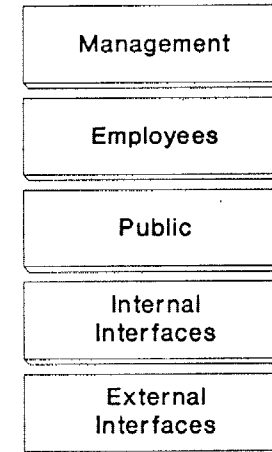
PROGRAM PLANNING, IMPLEMENTATION, AND
EVALUATION RELATED TO THE STRUCTURE,
ACQUISITION, LEADERSHIP, SUSTAINMENT,
RETENTION, AND SEPARATION OF THE
CIVILIAN WORK FORCE.

SCOPE

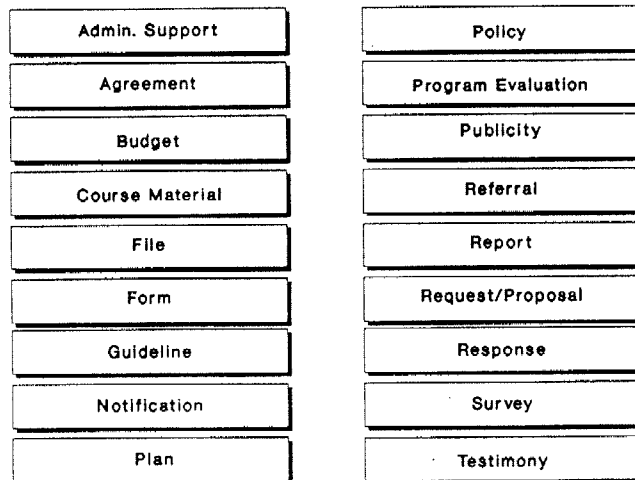
Functional Activities



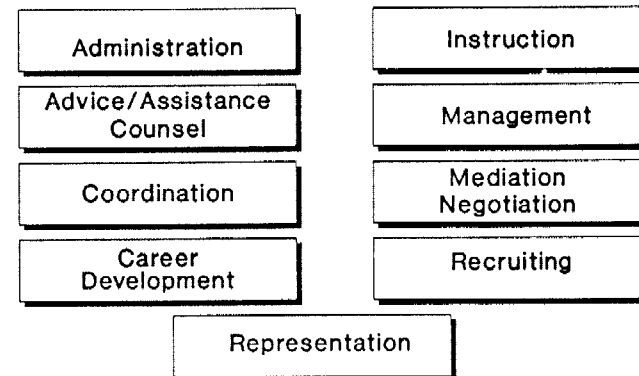
Primary Customers



Products

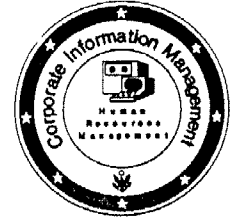


Services





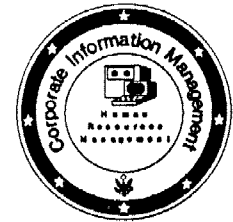
TRENDS



-
- Superpower Relations Continue to Improve
 - Focus and Mission of DoD Shifting
 - Reductions in Resources
 - Advances in Technology
 - Civil Service Reform
 - Work Force Diversification
 - Concern for Environment



TREND AND IMPACTS

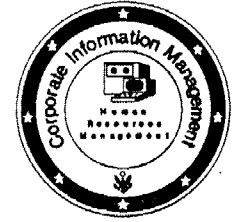


SUPERPOWER RELATIONS CONTINUE TO IMPROVE

- SMALLER FORCE STRUCTURE
- SKILLS IMBALANCES
- CONSOLIDATIONS
- OUT-PLACEMENT PROGRAMS



TREND AND IMPACTS

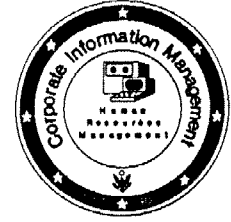


FOCUS AND MISSION OF DOD SHIFTING

- RAPID AND FLEXIBLE RESPONSE MECHANISM
- STRESS ON CIVILIAN MOBILIZATION PLANNING
- MORE EMPHASIS ON SECURITY



TREND AND IMPACTS

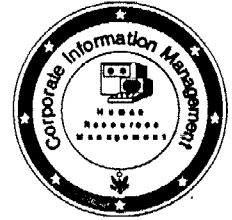


REDUCTIONS IN RESOURCES

- COMPETITION
- QUALITY, PRODUCTIVITY, AND COST
- PLANNING



TREND AND IMPACTS

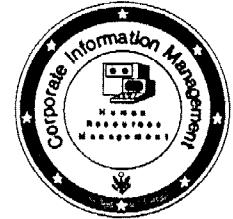


ADVANCES IN TECHNOLOGY

- STRUCTURE AND METHODOLOGY
- SECURITY
- SKILLS



TREND AND IMPACTS

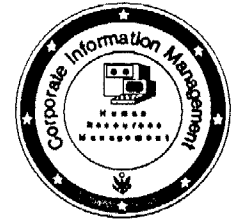


CIVIL SERVICE REFORM

- DECENTRALIZATION
- DELEGATION
- SIMPLIFICATION
- CHANGING ROLES



TREND AND IMPACTS

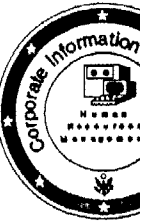


WORK FORCE DIVERSIFICATION

- AGING
- NEEDS AND EXPECTATIONS
- RACIAL AND CULTURAL TENSIONS
- CAREER AND BENEFITS



TREND AND IMPACTS

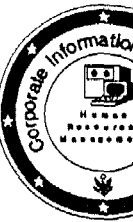


CONCERN FOR ENVIRONMENT

- QUALITY OF LIFE
- INNOVATIVE WORK ARRANGEMENTS



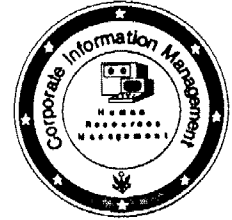
POLICY



-
- Merit and equality basic tenets of HRM
 - Component diversity recognized in policy design
 - Strategic planning institutionalized in CHRM
 - Policies, programs, and procedures maximize flexibility
 - Employees provided enabling work environment



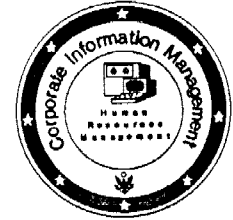
PRINCIPLES



-
- CHRM contributes to mission accomplishment
 - Responsiveness to customer needs key to program plan
 - Simplicity and less regulation
 - Civilians integral part of total force
 - CHRM authority, responsibility, and accountability inherent management function
 - Leadership and vision responsibility of all organizational levels



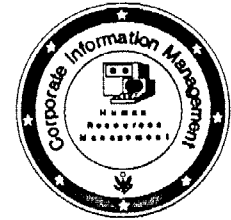
PRINCIPLES



-
- Mutual trust and respect
 - Diversity of work force values
 - Employees are assets
 - Creativity and risk-taking encouraged
 - Culture enhances productivity
 - Change managed proactively



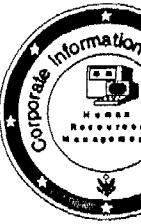
VISION ELEMENTS



-
- Authorities delegated
 - Employees valued
 - Integrated planning and evaluation
 - Optimum resource allocation
 - Interactive automation
 - Flexible policy and regulations
 - Professionalism



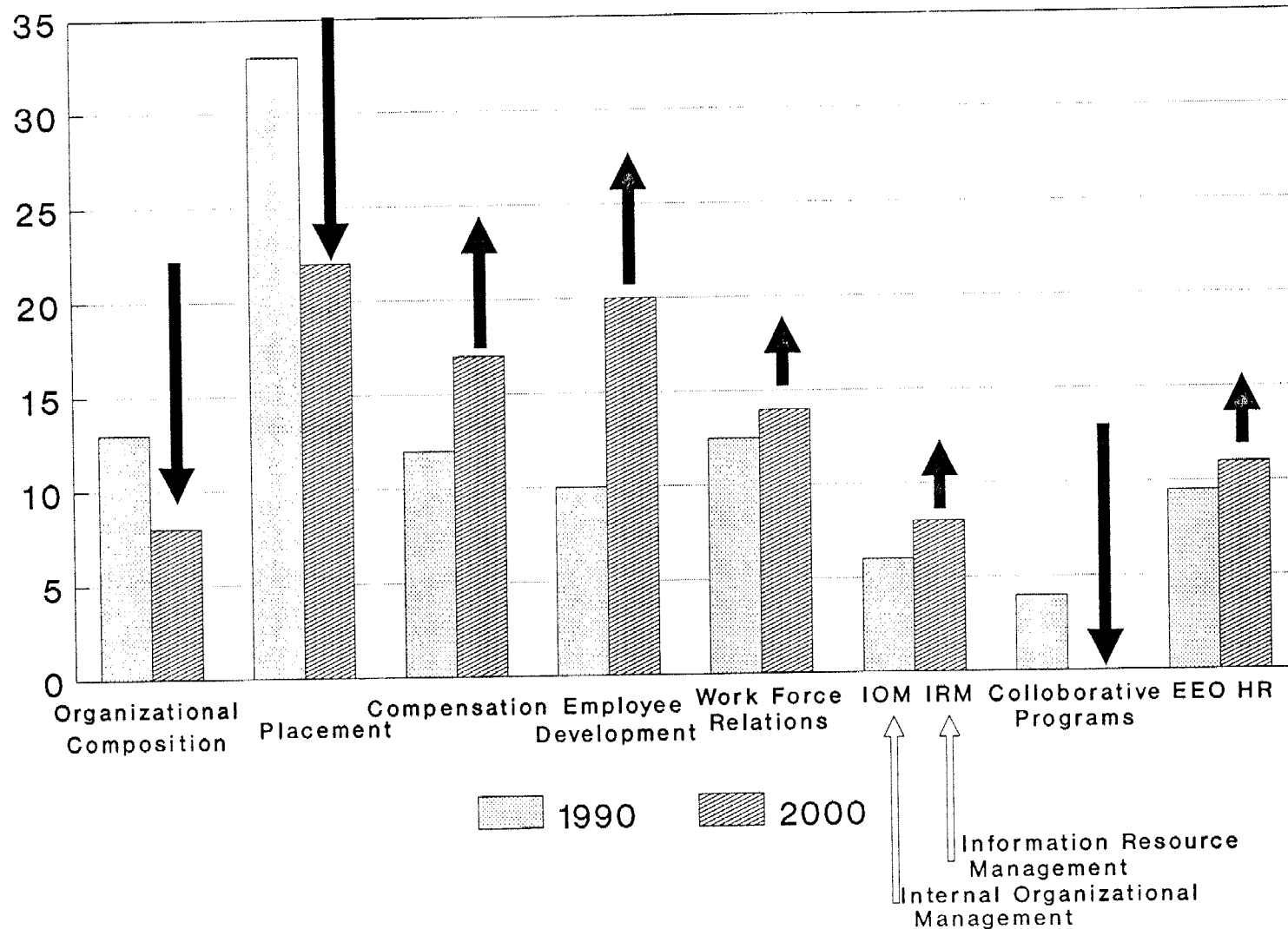
VISION

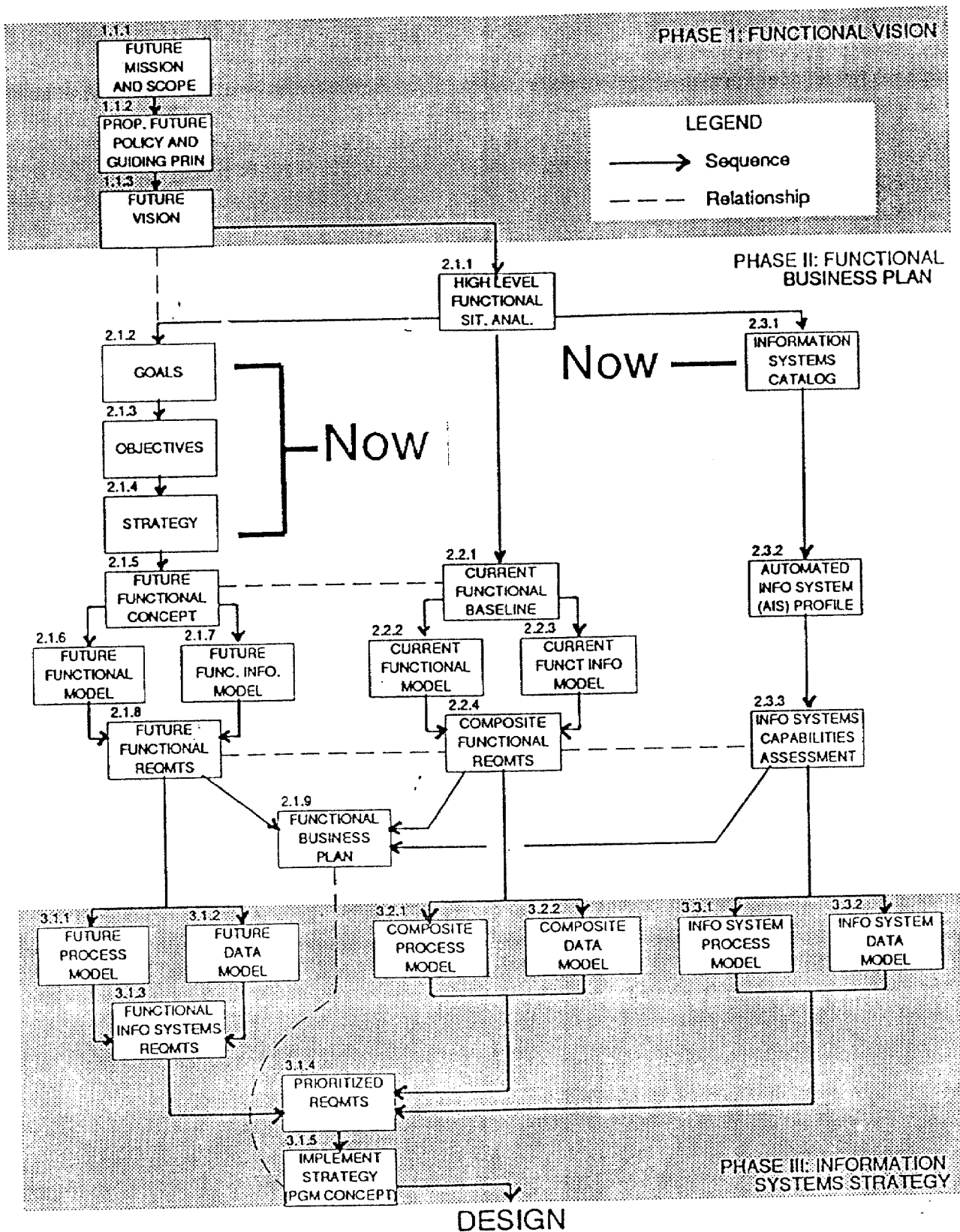


Civilian Human Resources Management is characterized by responsiveness to the accomplishment of DoD's mission through flexible, simplified, and cost-effective programs based on sound business practices and customer needs. The individual worth of employees is recognized in a workplace free of discrimination and sensitive to the needs of a diverse work force.

Functional Activities

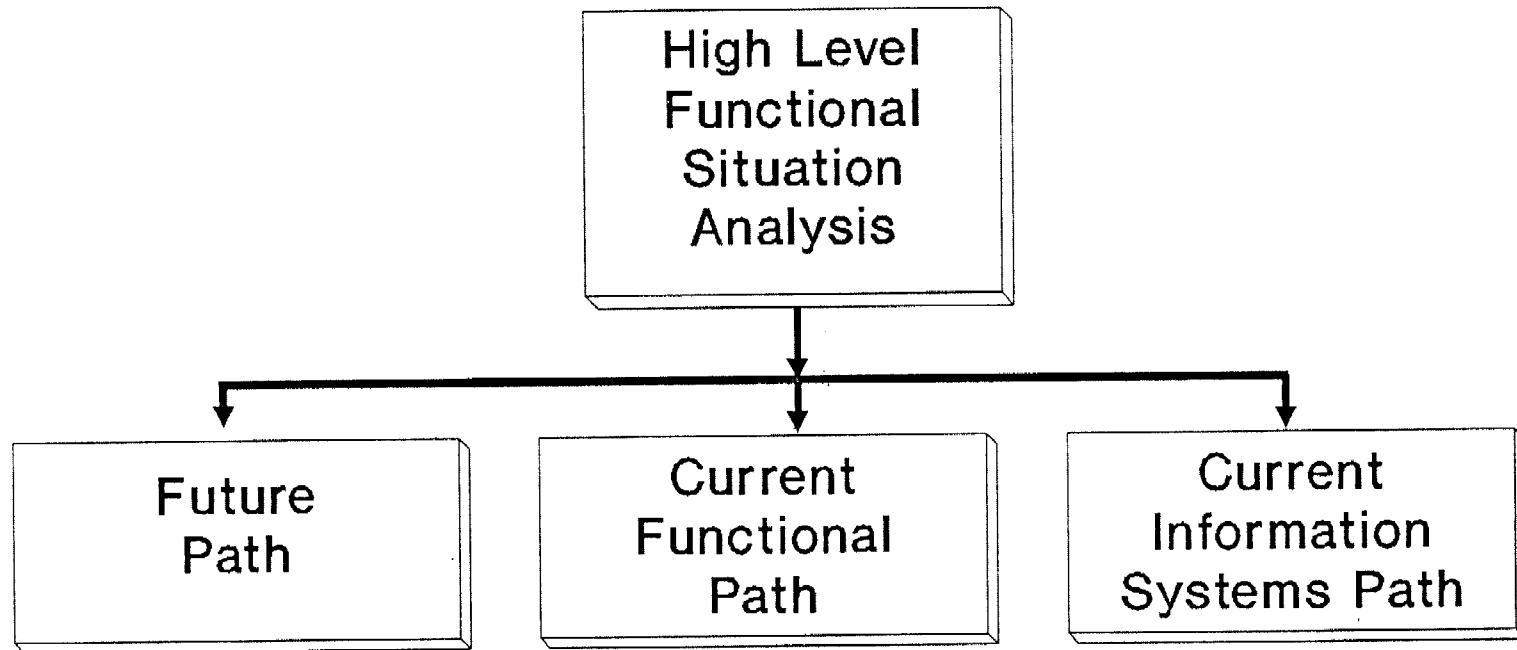
Changes in Resource Utilization





PHASE II

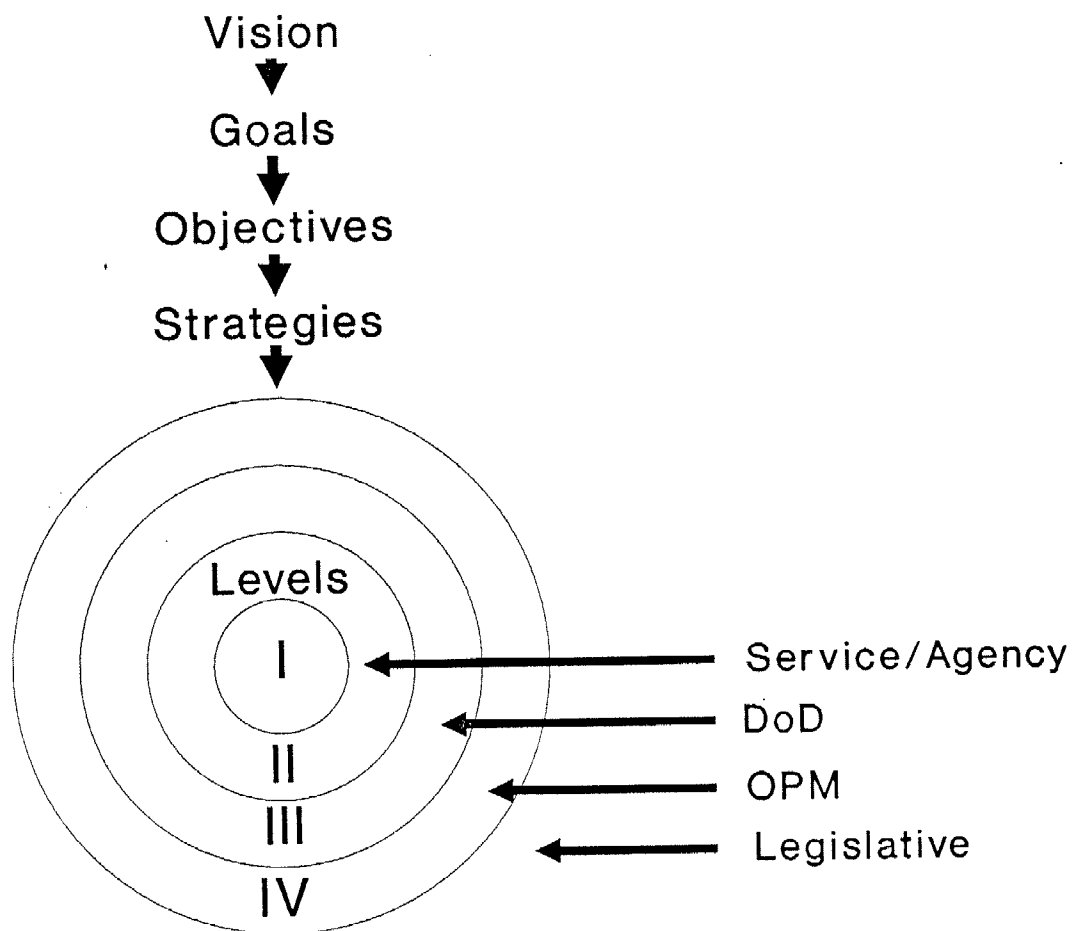
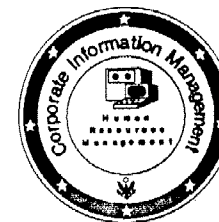
FUNCTIONAL BUSINESS PLAN



3 Separate But Related Paths
Accomplished Concurrently

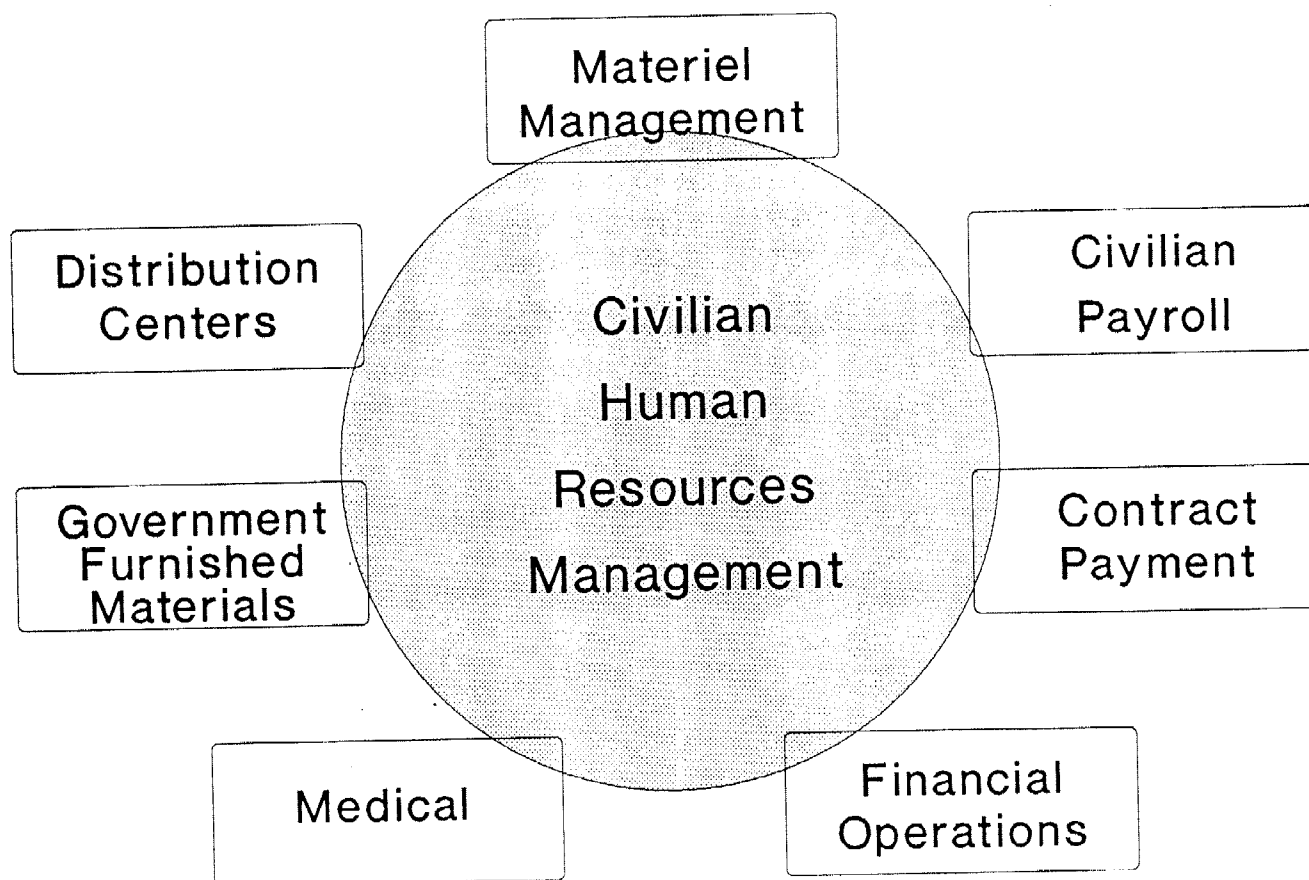
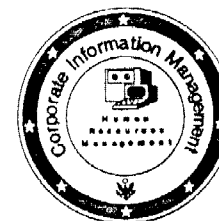


APPROACH



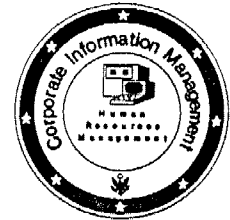


CIM Functional Group Integration





INTERIM SYSTEMS CANDIDATES



- Defense Logistics Agency

APCAPS (Automated Payroll Cost & Personnel System) 65,000

3 other Federal Agencies use APCAPS

- Air Force

PDS-C (Personnel Data System - Civilian) 303,000

Army (PDS-C) Core System * (ACPERS) 425,000

Navy (PDS-C) Core System * (NCPDS) 350,000

* with Service unique enhancements

Army & Navy: use Centralized Processing

Air Force: Main Frame at every Air Base
(shared with other functions)

102 other Federal Agencies use PDS-C with enhancements
(Major Non- DoD Agencies: GSA, OPM, DOL)



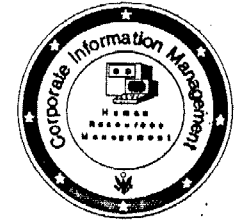
INTERIM SYSTEMS OPTIONS



-
- Recommend a single system
 - Recommend no migration to a single system
 - No interim system
 - Two systems with one Executive Agent
 - Two systems with two Executive Agent *



INTERIM SYSTEMS EXECUTIVE AGENT



-
- Reporting chain
 - Transfer of resources
 - Budget planning, formulation and execution
 - Interim & continuous role of CIM functional work groups with respect to interim systems decision
 - Decision making process for interim systems



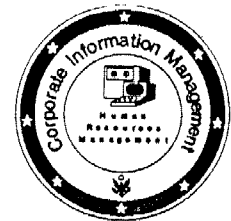
INTERIM SYSTEMS OTHER ADP CONSIDERATIONS



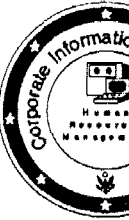
- Component operating differences
 - History of OSD delegation policy
 - Degree and approach of automated support
 - Different mainframe (non-compatible) computers
- Costs to transition
- Relationship of standard ADP systems to other DMRs (i.e., consolidate ADP design/development, IPCs)
- Defense Manpower Data Center



INTERIM SYSTEM ISSUES OF CONTINUING DEBATE



-
- Interim System
 - Purple or agency
 - Executive Agent
 - Purple or agency

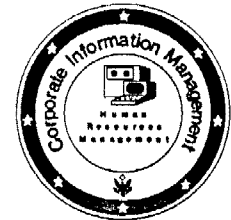


CHALLENGES

- People Issues
 - ✓ Loss of Key People
 - ✓ Replacement & Augmentation (SME)
 - ✓ Commitment of Senior Level Managers
- Systems Issues
 - ✓ Interim System Recommendation
 - ✓ Information System must satisfy
 - DoD Core Requirements
 - Service Uniqueness
 - ✓ Integration with other Functions (CIM)
 - ✓ Collection of accurate cost data difficult
- Environmental Issues
 - ✓ CHRM Impact on all Functions
 - ✓ Operationalizing a Strategic Plan
 - in political, economic, & military turbulence
 - (Gramm-Rudman, Desert Shield)



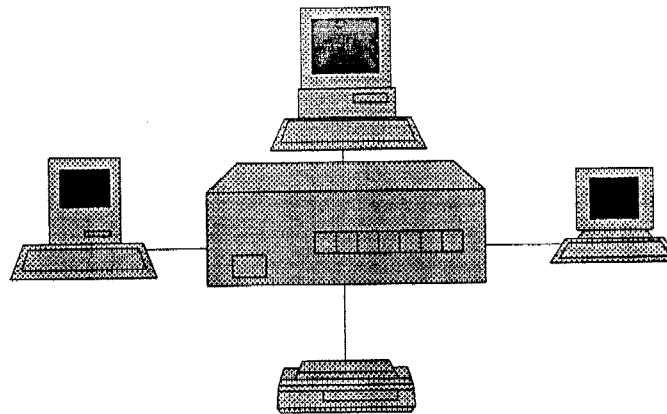
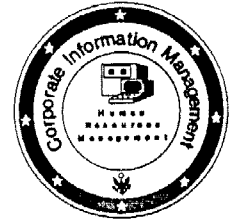
CONCLUDING REMARKS



- CIM Methodology will produce a high quality product benefiting
 - the function
 - its customers
 - integration among components
- Complexity of the function will increase the time required to complete the process relative to other CIM functional groups
- Increased time will require augmentation, overlap and handoff of personnel (particularly TDY) upon completion of Phase II



CIM IS MUCH MORE THAN ADP



It is a Visionary Look at the Function
in the year
2000

(Mission, Customers, Products, Structure, & Technology)

NOT
Technology Applied to Old Methods

OVERALL CIM PROCESS

I want to say just a few remarks concerning the Corporate Information Management initiative. Last October, Mr. Atwood established the Corporate Information Management initiative. The initiative was established with three objectives in mind:

1. to improve the standardization, quality and consistency of data and information;
2. to achieve management efficiencies by eliminating non-value added processes; and
3. to reduce multiple information systems that support the same functional area.

The way we have implemented this initiative is via four types of management structures:

1. The Executive Level Group, consisting of industry executives and DoD executives. The ELG is charged with developing a plan for DoD-wide information management, reviewing the processes and procedures of the functional groups, reviewing the oversight process for automated information systems, and providing recommendations to the Deputy Secretary. The ELG is a Federal Advisory Council that reports directly to the Deputy Secretary. Its Federal Official is Cindy Kendall.

2. The Functional Steering Committees, of which this body is one, are chaired by the Assistant Secretary responsible for that functional area, are established to review and approve the products of the functional groups. The functional steering committee is also responsible for facilitating implementation of the products of the functional groups.

3. The CIM Council was formed to provide a forum for communication within the IRM community on issues relating to CIM, the process used by the CIM functional groups, and technical issues that may arise regarding CIM.

4. The CIM functional groups, consisting of functional experts are convened to develop uniform and standard requirements for that functional area. These functional requirements are developed using a standard process methodology. These requirements will be turned to a design activity for design and implementation of a standard automated information system that will support the functional area.

There are currently eight functional groups in operation at the present time. These eight groups were all convened between December 11, 1989 and June 4, 1990. They are:

Civilian Pay	Civilian Personnel (HRM)
Financial Operations	Government-Furnished Material
Contract Payment	Medical
Distribution Center	Material Management

The Civilian Human REsources CIM Functional Group, which convened last April, is before you today to present their Phase I product, which is the functional vision. Many of you were with this group at their convening week, and in fact shared your vision with them. Since they reconvened, they have refined the work of that first week, and have proceeded with the early steps of phase II.

At this point, let me turn this over to Ken Schefflen.